

# **REDESIGN**

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# WHY REDESIGN?

- ◆ High no show rates
- ◆ Reduced patient volume
- ◆ Reduced charges and collections
- ◆ Increased sick days
- ◆ Low patient satisfaction
- ◆ Low physician & support staff
- ◆ Poor patient compliance and medical outcome

*PEOPLE WILLING TO WORK BUT THE  
“SYSTEM” OFTEN FAILS*



# **ADVANTAGES OF REDESIGN**

- 1.Reduced “cycle time” (through put time)
- 2.More quality time with patient
- 3.More efficient use of PCA/LPN/RN/HSA
- 4.Increased patient education
- 5.Simplified scheduling with potential to increase number of visits and reduce waiting time (number of days) for an appointment
- 6.Improved staff morale i.e less sick day calls



# ADVANTAGES OF REDESIGN

7. Timely opening and closing of clinic i.e. less overtime costs
8. More efficient use of physician time and hence increased productivity
9. A sense of personal input to the success of the clinic



# THE JOURNEY

- ◆ Based on tracking data we proposed a new model for the clinic which is patient centered
- ◆ Conducted several testing sessions called RRT's to evaluate feasibility of proposed model
- ◆ Educated each other about our various roles
- ◆ Utilized new communication means- walkie talkies !!
- ◆ Regrouped weekly to discuss our progress
- ◆ Trained other staff members on the new model
- ◆ Obtained ongoing feedback and support from administration



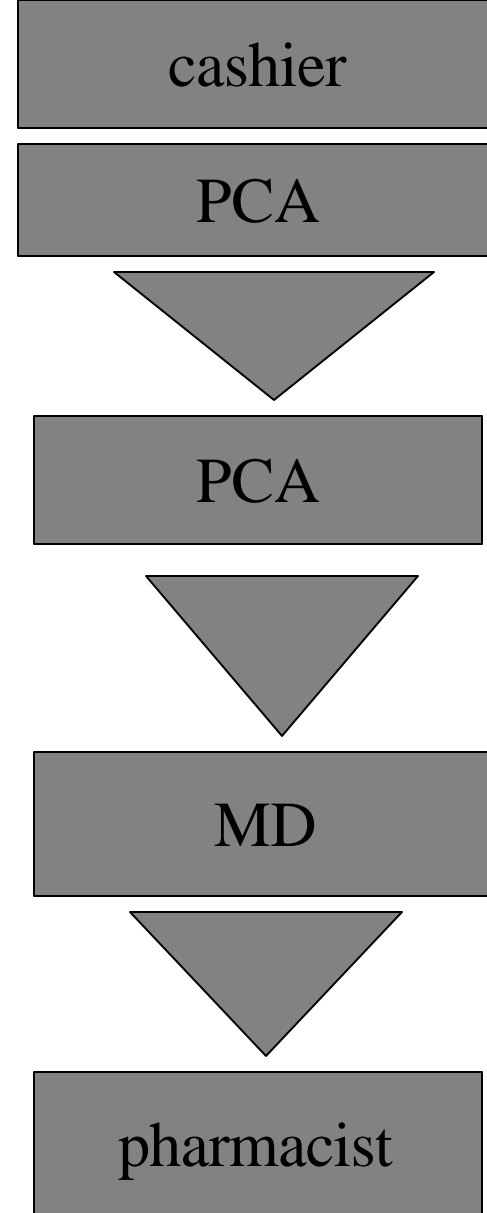
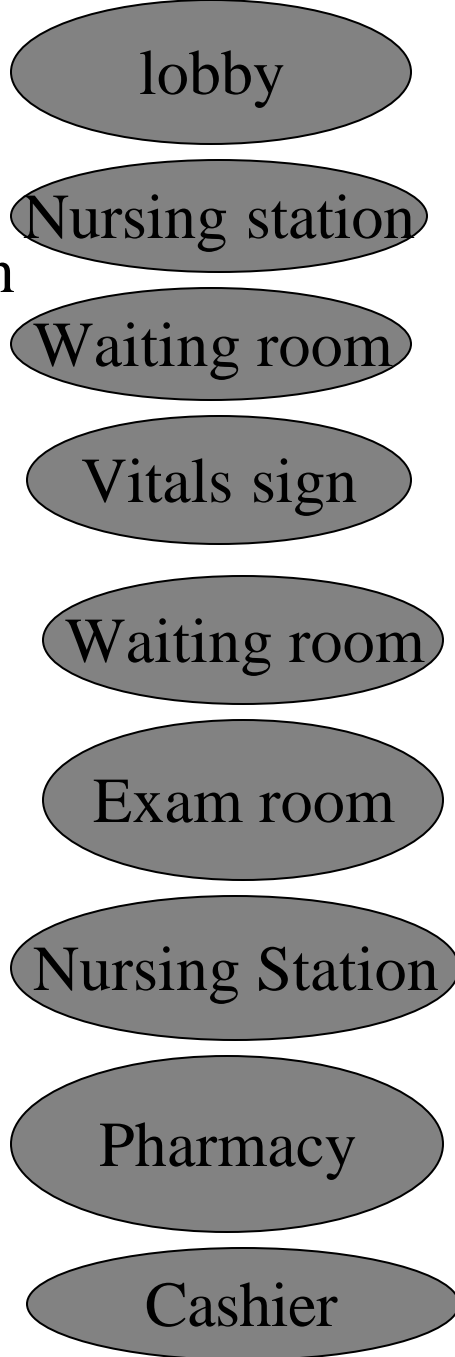
# THE OLD SYSTEM



Total Cycle  
Time= 343min  
100%

Value Added  
Time= 50min  
14%

Non value  
added  
Time=293min  
86%



A vertical strip on the left side of the page features a collage of historical military medals and a compass rose. At the top, there are several small, circular medals. Below them is a larger, circular medal with a rosette design. Further down is a large, ornate cross-shaped medal with a central circular emblem. At the bottom of the strip is a circular compass rose with a needle pointing towards the top-left.

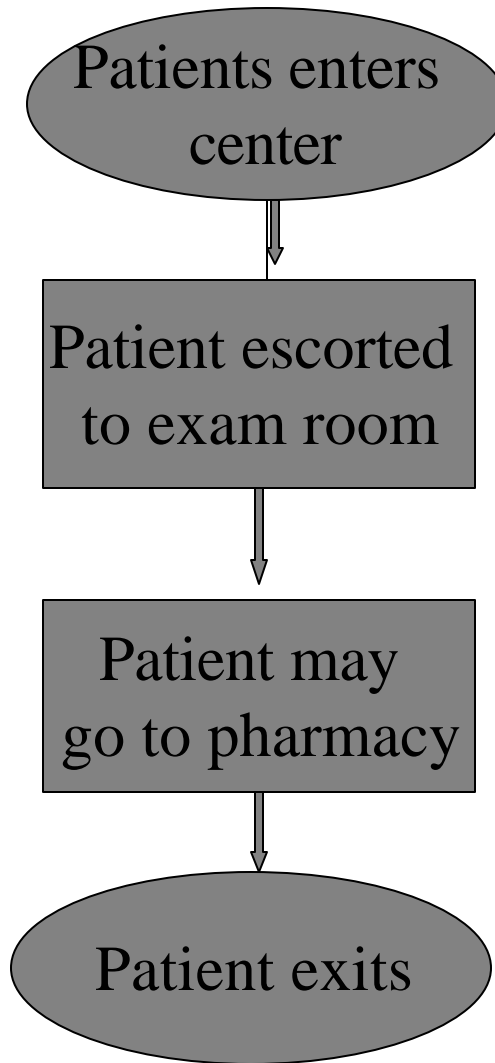
# **THE NEW SYSTEM**



Total Cycle  
Time= 42 min  
100%

Value Added  
time=40 min  
95%

Non value  
Added  
Time=2min  
5%



### **THE TEAM**

1 MD

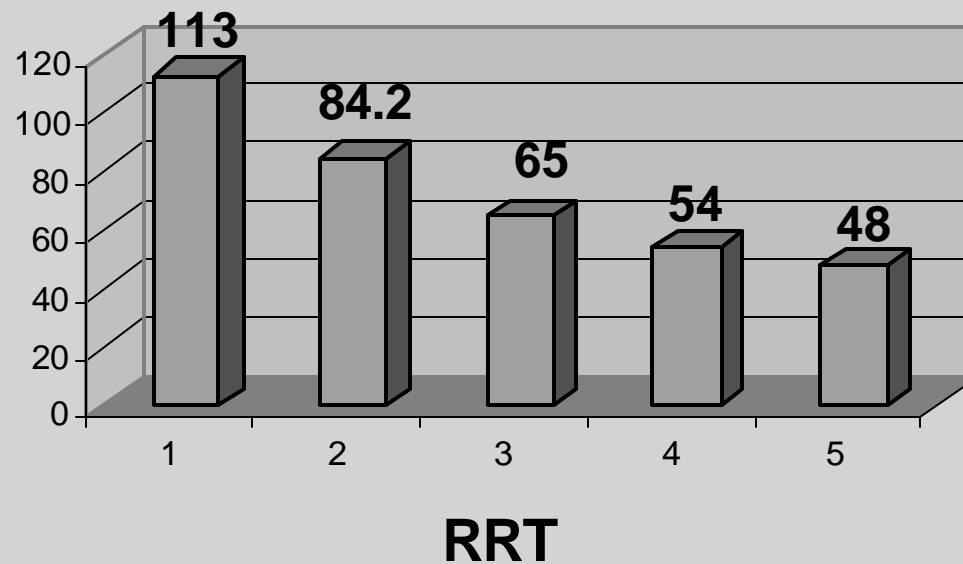
1.5 PCA/LPN

.5 HAS

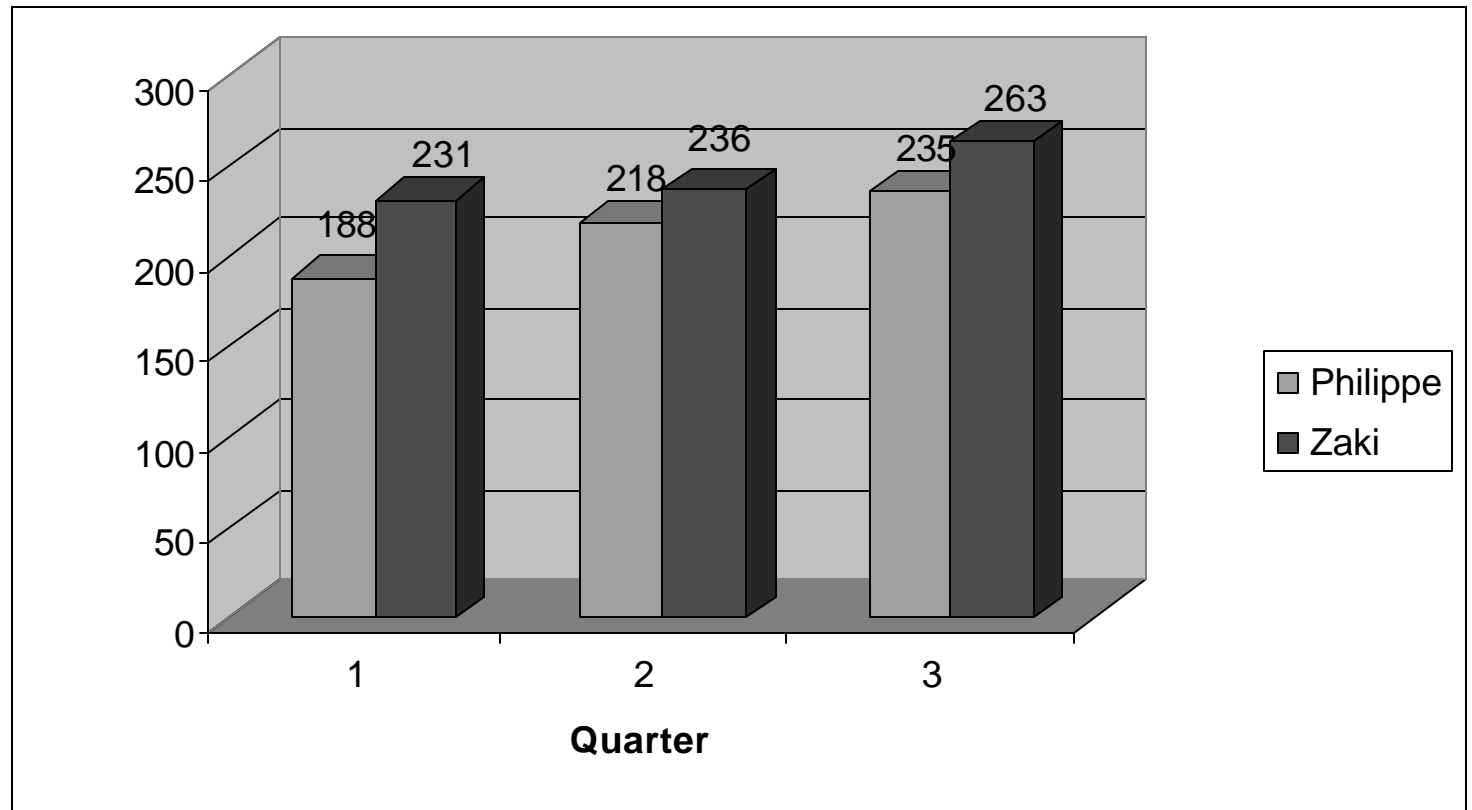
.25 MEDICALRECORDS

.25 GREETER

# CYCLE TIMES



# NUMBER OF PATIENTS SEEN





# LESSONS LEARNED



# LOGISTICS

- ◆ Simplified scheduling
- ◆ Call patients a day before to reconfirm appointment
- ◆ Charts pulled from medical records day before
- ◆ Process authorization/registrations day before when possible
- ◆ Huddle everyday as a team prior to start of clinic session



# TEAMWORK

- ◆ Team work is essential regardless of your title
- ◆ Interchangeable roles essential
- ◆ Institute team meetings



# COMMUNICATION

- ◆ An essential component for success of redesign
- ◆ Ensure all team members are informed
- ◆ Use walkie talkies, intercoms
- ◆ Remember there is a learning curve
- ◆ Front end needs to let back end know what is happening and vice versa



# STAFFING

- ◆ Staff according to reality of your clinic
- ◆ Ensure that you start with the full complement of staff to avoid inequity in work load
- ◆ After testing your model consider going to full implementation



# ONGOING EVALUATION

- ◆ Institute surveillance system to monitor cycle times, provider productivity
- ◆ Have feedback forms and suggestion box available for ongoing feedback from teams
- ◆ Starting on time is essential for all team members – action needs to be taken for chronic tardiness or slowness



# LEADERSHIP

- ◆ Beware of people redesigning the redesign (overzealous versus negative individuals)
- ◆ One leader who decides/coordinates changes
- ◆ Strong support from Administration is key



# PROGRESS REPORT

- ◆ Full implementation December 2003
- ◆ Presently all teams active including Attendings and Residents
- ◆ Simplified schedule in place
- ◆ Walk In resident to be phased out-New walk-in policy in practice



# PROGRESS REPORT

- ♦ Cycle Time: 43.5 minutes to 89 minutes
  - ♦ No Show Rate: 29%
  - ♦ Next Available Appointments:
    - Adults 5 weeks
    - Pedi No Wait
    - OB 1 Week
- Walk-in slots average 10-14 per day



# PATIENT COMMENTS

- ◆ “Excellent change,”
- ◆ “Fast efficient,”
- ◆ “Please do not change”
- ◆ “Greatest experience at this clinic”
- ◆ “Excellent doctor and nurse”
- ◆ “The service is super keep up the good work”
- ◆ “Everything is faster, I like the way you treated me”



# PATIENT COMMENTS

- ◆ “Waiting time to see the physician is less”
- ◆ “I waited to long to see my doctor”
- ◆ Keep up the good work excellent waiting time”
- ◆ “UM... like always the staff are real friendly. It was fast and effective yup yup yup fun stuff!
- ◆ “I love this new system you don’t have to wait no longer for your papers – God Bless You All”
- ◆ “This was an excellent visit – keep up the good work”

**THE END**